



JOINT CONFERENCE ON INTELLIGENCE  
IN SENIOR PROFESSIONAL MILITARY EDUCATION  
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CIA AND PROFESSIONAL MILITARY EDUCATION  
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I WANT TO THANK YOU FOR THE OPPORTUNITY TO OPEN THIS JOINT CONFERENCE ON INTELLIGENCE IN SENIOR PROFESSIONAL MILITARY EDUCATION. THIS EVENING I WOULD LIKE TO OFFER A FEW OBSERVATIONS ON THE RELATIONSHIP -- OR, MORE APPROPRIATELY, THE PARTNERSHIP -- BETWEEN CIA AND THE MILITARY SERVICES, AND TO CONSIDER HOW THIS PARTNERSHIP IS REFLECTED IN THE AGENCY'S SUPPORT FOR THE SENIOR SERVICE COLLEGES. THE SPECIFIC QUESTION I'VE BEEN ASKED TO ADDRESS, "WHY CIA SUPPORTS PROFESSIONAL MILITARY EDUCATION," IS NOT DIFFICULT FOR ME TO ANSWER.

THE ANSWER DERIVES FROM A COMBINATION OF BOTH PERSONAL AND INSTITUTIONAL PERSPECTIVES. DIRECTOR WEBSTER AND I, UNDER THE NATIONAL SECURITY ACT OF 1947, EACH WEAR TWO HATS. AS DIRECTOR AND DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE, WE COORDINATE THE ACTIVITIES AND MAKE BUDGETARY DECISIONS FOR ALL OF THE ELEMENTS OF THE INTELLIGENCE COMMUNITY INCLUDING THOSE THAT ARE IN THE DEPARTMENT OF DEFENSE, SUCH AS THE NATIONAL SECURITY AGENCY,

THE GENERAL DEFENSE INTELLIGENCE PROGRAM, AND THE NATIONAL RECONNAISSANCE PROGRAM. WE ALSO SERVE AS DIRECTOR AND DEPUTY DIRECTOR OF CIA. EACH OF THESE ROLES HAS ITS OWN PERSPECTIVE ON THE RELATIONSHIP BETWEEN CIA AND THE MILITARY -- THE ONE WITH MAXIMUM EMPHASIS ON COOPERATION, AND THE OTHER SOMETIMES INVOLVING MORE PAROCHIAL CONCERNS. IN SOME AREAS, THESE TWO ROLES CONFLICT AND AT VARIOUS POINTS OVER THE PAST 40 YEARS EITHER CIA OR THE SERVICES HAVE FELT ABUSED BY THE DCI AND DDCI. HAPPILY, WITH RESPECT TO THE QUESTION YOU HAVE ASKED ME TO ADDRESS TONIGHT, THERE IS AN UNUSUAL COINCIDENCE OF PERSPECTIVE AND VIEW. WE SUPPORT PROFESSIONAL MILITARY EDUCATION BECAUSE THE INTELLIGENCE COMMUNITY BENEFITS, AND CIA SUPPORTS PME BECAUSE IT SIMPLY CAN'T AFFORD NOT TO.

#### THE DEFENSE-INTELLIGENCE COMMUNITY RELATIONSHIP

THE NEED FOR THE MILITARY SERVICES AND INTELLIGENCE AGENCIES TO COOPERATE IN COLLECTING AND PRODUCING USEFUL INTELLIGENCE HAS NEVER BEEN GREATER. THE FOCUS OF OUR INTELLIGENCE COLLECTION AND ANALYSIS HAS BROADENED FROM A SINGULAR CONCENTRATION ON THE MILITARY PROWESS OF THE SOVIET UNION TO INCLUDE SUCH CONCERNS AS TERRORISM, TECHNOLOGY TRANSFER, AND WORLD ENERGY SUPPLIES AND MARKETS. INDEED, BOTH CIA AND THE SERVICES ARE BEING DRAWN INTO NEW ARENAS, SUCH AS THE COUNTER-NARCOTICS EFFORT, IN WAYS THAT SEEM FAR FROM OUR

CHARTERS AND EXPERIENCE. IN THESE, WE ARE LEARNING TOGETHER. IN THE AREA OF MILITARY REPORTING, WE CONFRONT SUCH NEW OR NEWLY IMPORTANT ISSUES AS LOW-INTENSITY CONFLICT, SURROGATE WARFARE, PROCLAMATIONS OF MOMENTOUS CHANGES IN SOVIET MILITARY DOCTRINE, NEW APPLICATIONS FOR OLD WEAPONS, DEMANDS FROM CONGRESS FOR MORE JOINT NET ASSESSMENTS, AND NEW APPROACHES AND INITIATIVES IN ARMS CONTROL THAT CHALLENGE YOUR FORCE STRUCTURE AND OUR CAPACITY TO MONITOR COMPLIANCE -- WITH OUR UNCERTAINTIES TRANSLATING DIRECTLY INTO MEASURING MILITARY RISK.

WE FACE THESE CHALLENGES IN ONE OF THOSE PERIODS OF OUR NATIONAL HISTORY WHEN MANY BELIEVE THE THREAT TO US FROM LONGSTANDING ADVERSARIES IS RECEDING. PERHAPS A NEW AGE IS UPON US. BUT THE PROFESSIONAL MILITARY OFFICER AND THE PROFESSIONAL INTELLIGENCE OFFICER MUST SEE REALITY CLEARLY. WE KNOW, AS WILL DURANT ONCE POINTED OUT, THAT OF THE LAST 3400 YEARS, ONLY 268 HAVE SEEN NO WAR. OR AS AMBROSE BIERCE SAID, "PEACE IS A PERIOD OF CHEATING BETWEEN TWO PERIODS OF FIGHTING." THE LONG STRUGGLE WITH THE SOVIET UNION IS A BURDEN TO OUR PEOPLE AND THEY ALTERNATE BETWEEN WEARYING OF IT AND THE PRICE WE PAY FOR DEFENSE AND, FACING UP TO THE CONSEQUENCES OF PUTTING ASIDE THAT BURDEN OR FACING A CRISIS AND THEN PROVIDING NEW RESOURCES FOR BOTH INTELLIGENCE AND DEFENSE. THEY HAVE YET TO BECOME RECONCILED TO THE REALITY DESCRIBED BY DEAN ACHESON MORE THAN 40 YEARS AGO WHEN HE SAID, "WE HAVE GOT TO UNDERSTAND

THAT ALL OUR LIVES THE DANGER, THE UNCERTAINTY, THE NEED FOR ALERTNESS, FOR EFFORT, FOR DISCIPLINE WILL BE UPON US. THIS IS NEW TO US. IT WILL BE HARD FOR US."

CONFRONTING THE REALITY OF BOTH AN ENDURING SOVIET CHALLENGE AND THE EMERGENCE OF NEW TASKS, FROM CONFRONTING TERRORISTS TO DRUG LORDS TO SURROGATE ARMIES, AND A HOST OF OTHER CHALLENGES REQUIRES MORE AND BETTER INTERACTION BETWEEN THE MILITARY SERVICES AND THE INTELLIGENCE AGENCIES. AMONG THE INTELLIGENCE COMMUNITY'S MOST IMPORTANT TASKS ARE PROVISION OF TIMELY AND COMPLETE INTELLIGENCE SUPPORT TO US MILITARY OPERATIONS; ACQUIRING SOVIET WEAPONRY FOR TECHNICAL EXPLOITATION AND TRAINING; BASIC DATA ON SITES THAT ARE POTENTIAL DEPLOYMENT AREAS; INDICATIONS AND WARNING INTELLIGENCE; ACQUIRING MANUALS AND RECRUITING AGENTS WHO CAN DESCRIBE SOVIET PLANS AND TACTICS, AND SOVIET KNOWLEDGE OF US WEAPONS AND TACTICS; SOVIET DOCTRINE AND ITS PRACTICAL APPLICATIONS; AND THE LESSONS OF SOVIET EXERCISES. THE MILITARY, A PRIMARY CONSUMER OF FOREIGN INTELLIGENCE, ALSO PLAYS A VITAL ROLE IN INTELLIGENCE COLLECTION, PROCESSING AND ANALYSIS, NOT TO MENTION COVER AND LOGISTIC SUPPORT FOR MANY INTELLIGENCE OPERATIONS.

ABOUT TWO-THIRDS OF THE BUDGET THAT THE DIRECTOR OF CENTRAL INTELLIGENCE CONTROLS AS HEAD OF THE NATIONAL FOREIGN INTELLIGENCE PROGRAM IS EXECUTED WITHIN THE DEPARTMENT OF

DEFENSE. QUITE CLEARLY, THE BETTER WE IN THE INTELLIGENCE AGENCIES UNDERSTAND THE MILITARY SERVICES AND THE BETTER THEY UNDERSTAND OUR POINT OF VIEW, THE MORE PRODUCTIVE OUR RELATIONSHIP CAN BE. TO THIS END, IN 1985 DIRECTOR CASEY VISITED A NUMBER OF MAJOR COMMANDS TO SEE HOW SUPPORT TO COMMANDERS COULD BE IMPROVED. AND JUDGE WEBSTER IS IN EUROPE TODAY VISITING OUR MILITARY INSTALLATIONS IN GERMANY TO CARRY THIS PROCESS A STEP FURTHER.

THE SENIOR MILITARY SCHOOLS ARE, IN OUR VIEW, A EFFECTIVE WAY TO HELP IMPROVE COMMUNICATION BETWEEN THE DEFENSE AND INTELLIGENCE ESTABLISHMENTS AND INCREASE MUTUAL UNDERSTANDING. THUS, CIA HAS ACTIVELY SUPPORTED SENIOR PROFESSIONAL MILITARY EDUCATION FOR SO MANY YEARS.

YOU WILL BE SPENDING THE NEXT FEW DAYS DISCUSSING THE ROLE OF INTELLIGENCE AT THE SENIOR MILITARY SCHOOLS, INCLUDING INTELLIGENCE AS PART OF THE CORE CURRICULA, OFFERING INTELLIGENCE-RELATED ELECTIVES, AND A NUMBER OF OTHER WAYS IN WHICH INTELLIGENCE CAN BE A PART OF SENIOR PROFESSIONAL MILITARY EDUCATION. YOU MAY BE SURPRISED AT THE EXTENT TO WHICH CIA SUPPORTS THE SENIOR SCHOOLS. AND YOU MAY BE INTERESTED TO LEARN HOW OUR PRESENCE ON THOSE CAMPUSES BENEFITS THE CIA'S MISSION.

## CIA SUPPORT TO THE SENIOR MILITARY SCHOOLS

OUR SUPPORT TO THE SENIOR MILITARY SCHOOLS IS INTENDED TO SERVE TWO ENDS: FIRST, TO HELP EDUCATE THE STUDENTS ABOUT THE STRUCTURE OF THE NATIONAL INTELLIGENCE COMMUNITY AND TO SHOW HOW INTELLIGENCE CAN SUPPORT THEIR ACTIVITIES AND MISSION; AND, SECOND, TO PROVIDE EXPERTISE IN A VARIETY OF ACADEMIC DISCIPLINES AND REGIONAL SPECIALTIES. CIA SUPPORTS THE MILITARY SCHOOLS BY CONTRIBUTING FACULTY REPRESENTATIVES AND PROVIDING OTHER SUBSTANTIVE SUPPORT SUCH AS BRIEFINGS AND PUBLICATIONS.

FOR MANY YEARS, WE HAVE HAD REPRESENTATIVES ON THE FACULTIES AT THE AIR UNIVERSITY, THE ARMY WAR COLLEGE, THE NAVAL WAR COLLEGE, THE INDUSTRIAL COLLEGE OF THE ARMED FORCES, AND THE NATIONAL WAR COLLEGE. OUR REPRESENTATIVES TEACH BOTH CORE COURSES AND ELECTIVES AT THE SCHOOLS, THEY PARTICIPATE IN SEMINARS, AND THEY SUPPORT RESEARCH. IN THESE ROLES, THEY PROVIDE INFORMATION AND INSIGHT ON THE NATIONAL INTELLIGENCE COMMUNITY TO STUDENTS WHO GENERALLY ARE UNFAMILIAR WITH THE STRUCTURE AND ACTIVITIES OF THE CIA AND ITS ROLE IN NATIONAL SECURITY POLICYMAKING AND IMPLEMENTATION. THE OFFICERS WE PROVIDE TO THE SENIOR SCHOOLS ALSO HAVE CONSIDERABLE EXPERTISE IN SUCH AREAS AS DEFENSE ECONOMICS, IMAGERY ANALYSIS, AND SOVIET POLITICS.

IN ADDITION TO TEACHING AND SUPPORTING RESEARCH, CIA REPRESENTATIVES PARTICIPATE IN DECISIONS THAT AFFECT SCHOOL CURRICULUM AND ADMINISTRATION. FOR EXAMPLE, OUR REPRESENTATIVE AT THE NATIONAL WAR COLLEGE IN THE EARLY 1980S HELPED DEVISE THE SCHOOL'S POLICY ON ADMITTING FOREIGN STUDENTS.

OUR REPRESENTATIVES ALSO PROVIDE INTELLIGENCE BRIEFINGS TO THE STAFF AND STUDENTS AT THE SENIOR MILITARY COLLEGES, BOTH AT THE SCHOOLS AND AT CIA FACILITIES IN WASHINGTON, D.C. OUR REPRESENTATIVES BRIEF THE COMMANDING OFFICERS AT SOME OF THE SCHOOLS. THEY LECTURE TO THE CLASSES OF OTHER FACULTY MEMBERS, THEY BRIEF INSTITUTES AND MILITARY COMPONENTS COLOCATED WITH THE SCHOOLS, AND THEY BRING IN FELLOW AGENCY OFFICERS TO BRIEF ALL THESE AUDIENCES.

THOSE WHO BRIEF AT THE SENIOR SCHOOLS SPEAK ON A WIDE VARIETY OF TOPICS. THE CIA IS OFTEN ASKED TO DISCUSS THE ROLE OF INTELLIGENCE IN FOREIGN POLICY AND THE WORKINGS OF THE INTELLIGENCE COMMUNITY. LAST DECEMBER, JUDGE WEBSTER ADDRESSED A GROUP AT THE NATIONAL DEFENSE UNIVERSITY ON THE USE OF INTELLIGENCE IN DEVELOPING AND CARRYING OUT US FOREIGN POLICY. I SPOKE AT THE NAVAL WAR COLLEGE EARLIER THIS MONTH, AT THE NATIONAL WAR COLLEGE LAST YEAR, AT THE AIR WAR COLLEGE SEVERAL TIMES AND AT THE SENIOR NCO SCHOOL AT FORT BLISS IN YEARS PAST.



THE CIA ALSO BRIEFS AT THE SENIOR SCHOOLS TO PROVIDE INTELLIGENCE ON SIGNIFICANT WORLD EVENTS. FOLLOWING THE UNITED STATES AIR ATTACK ON LIBYA, A MANAGER FROM CIA'S OFFICE OF IMAGERY ANALYSIS PROVIDED A DAMAGE ASSESSMENT COMPLETE WITH PHOTOGRAPHS TO THE COMMAND GROUP AT THE ARMY WAR COLLEGE. CIA OFFICERS HAVE CONTRIBUTED SUBSTANTIVE AND REGIONAL EXPERTISE TO SEMINARS, SPEAKER SERIES, AND WARGAMING. THE CIA REPRESENTATIVES AT THE SENIOR SERVICE COLLEGES ALSO SERVE A VALUABLE FUNCTION AS LIAISON -- PUTTING STUDENTS AND FACULTY MEMBERS IN TOUCH WITH THE RIGHT PEOPLE, PROVIDING AGENCY PUBLICATIONS TO INDIVIDUALS CONDUCTING CLASSIFIED RESEARCH, AND ARRANGING PROGRAMS AT CIA HEADQUARTERS FOR STUDENT GROUPS AND OTHER SCHOOL PERSONNEL.

#### BENEFITS GAINED BY CIA

THE CIA BENEFITS IN MANY WAYS FROM ITS PRESENCE AT THE SENIOR MILITARY COLLEGES. FIRST AND MOST DIRECTLY, ABOUT A DOZEN AGENCY OFFICERS ARE SENT TO STUDY AT THE VARIOUS SCHOOLS EACH YEAR. BECAUSE WE SEND SOME OF OUR BEST AND MOST PROMISING OFFICERS TO THESE SCHOOLS, THEY, LIKE THE CIA'S FACULTY REPRESENTATIVES, PROMOTE AN UNDERSTANDING OF WHAT INTELLIGENCE CAN CONTRIBUTE TO MILITARY OPERATIONS AND EDUCATION.

IN TURN, OUR STUDENTS BENEFIT. AN ANALYST OF SOVIET MISSILE FORCES LEARNS A LITTLE ABOUT LOW INTENSITY CONFLICT, WHILE A CASE OFFICER IS INTRODUCED TO WARGAMING. ALL OUR STUDENTS GAIN A BETTER UNDERSTANDING OF THE UNITED STATES MILITARY ESTABLISHMENT -- THE LARGEST CONSUMER OF INTELLIGENCE, BY FAR, HOW IT WORKS, AND WHAT ITS PERSPECTIVE IS ON MANY OF THE ISSUES WE DEAL WITH. THIS KNOWLEDGE ALLOWS OUR OFFICERS TO DEAL MORE EFFECTIVELY WITH MILITARY POLICYMAKERS AND STAFF.

THE PEOPLE WE SEND TO SENIOR MILITARY SCHOOLS, BOTH AS STUDENTS AND AS FACULTY REPRESENTATIVES, PROBABLY BENEFIT AS MUCH FROM THE PEOPLE THEY MEET AS FROM THE FACTS THEY LEARN. THE BETTER WE KNOW EACH OTHER, THE MORE EFFECTIVELY WE CAN WORK TOGETHER TO ACHIEVE OUR COMMON GOALS.

WE TRY TO ENSURE THAT THOSE WHO RETURN FROM A TOUR AT A MILITARY COLLEGE ARE PLACED IN POSITIONS WHERE THEY CAN MAKE THE MOST OF THEIR NEW KNOWLEDGE AND EXPERIENCE. FOR EXAMPLE:

-- A SENIOR ANALYST IN OUR OFFICE OF SOVIET ANALYSIS RETURNED FROM A YEAR STUDYING AT THE NAVAL WAR COLLEGE TO HEAD HIS OFFICE'S NAVAL BRANCH. HE CONTINUALLY CALLS ON THE KNOWLEDGE AND CONTACTS HE MADE IN NEWPORT.

- INDIVIDUALS WHO SERVED AS INSTRUCTORS TO THE ARMY WAR COLLEGE AND THE NAVAL WAR COLLEGE ARE NOW IN CIA'S OFFICE OF TRAINING AND EDUCATION USING THEIR REFINED SKILLS TO TRAIN OUR PERSONNEL IN MILITARY ANALYSIS AND SOVIET STUDIES. CIA FREQUENTLY CALLS ON THE FACULTY AND RESEARCHERS AT THE SENIOR MILITARY SCHOOLS TO HELP US PREPARE BRIEFINGS, RESEARCH PAPERS, AND OTHER PRODUCTS FOR MILITARY CONSUMERS.
  
- THE HEAD OF THE MILITARY HISTORY INSTITUTE LOCATED AT THE ARMY WAR COLLEGE IS ONE OF THE NATION'S TOP EXPERTS ON PARAMILITARY OPERATIONS. HE NOW LECTURES TO CIA PERSONNEL ATTENDING OUR IN-HOUSE COURSE ON MILITARY ANALYSIS.
  
- WE RECENTLY SENT TWO OF OUR ANALYSTS TO THE NAVAL WAR COLLEGE TO SOUND OUT FACULTY MEMBERS ON A BRIEFING WE WERE PREPARING FOR THE DEPUTY DIRECTOR OF NAVAL INTELLIGENCE CONCERNING SOVIET PERCEPTIONS OF THEIR SSBN SURVIVABILITY. WE RECEIVED VALUABLE SUGGESTIONS, NOT ONLY ON THE SUBSTANCE OF THE BRIEFING, BUT ON HOW TO IMPROVE ITS PRESENTATION FOR THE INTENDED AUDIENCE.

## IMPROVING THE RELATIONSHIP

CLEARLY, THE CIA GAINS A GREAT DEAL FROM SENDING ITS PERSONNEL TO TEACH, RESEARCH, AND STUDY AT THE SENIOR MILITARY SCHOOLS. EACH CIA FACULTY REPRESENTATIVE COMES INTO CONTACT WITH SEVERAL HUNDRED STUDENTS DURING HIS TOUR. AT THE END OF THE ACADEMIC YEAR, EACH OF THESE STUDENTS HAS A BETTER UNDERSTANDING OF THE CIA AND THE INTELLIGENCE COMMUNITY. THE STUDENTS WE SEND TO THE MILITARY SCHOOLS GAIN KNOWLEDGE OF THE WAYS IN WHICH THE MILITARY SCHOOLS CAN HELP US IN OUR MISSION, AS WELL AS HOW WE CAN BETTER SATISFY THE INTELLIGENCE NEEDS OF OUR MILITARY CONSUMERS.

THE RELATIONSHIP BETWEEN THE CIA AND THE SENIOR MILITARY SCHOOLS HAS BEEN MUTUALLY BENEFICIAL. BUT I WOULD LIKE TO OFFER SEVERAL WAYS TO ENSURE THAT THE RELATIONSHIP CONTINUES TO GROW AND BENEFIT BOTH PARTIES.

FIRST, CIA CAN PROVIDE MORE INFORMATION TO THE SENIOR SCHOOLS BY INCREASING THE DISSEMINATION OF INTELLIGENCE ASSESSMENTS AND OTHER PRODUCTS TO THE COMMANDING GROUP, FACULTY, AND OTHER SCHOOL PERSONNEL. WE ARE NOT ALWAYS AWARE OF THE SCOPE OF ACTIVITIES UNDERWAY AT EACH SCHOOL. OUR FACULTY REPRESENTATIVES AND STUDENTS FREQUENTLY DISCOVER RESEARCH EFFORTS, WARGAMING, AND OTHER PROGRAMS WHERE OUR INTELLIGENCE COULD BE USEFUL.

CHANGES IN WORLD EVENTS AS WELL AS CHANGES IN ACADEMIC POLICY AT THE SENIOR MILITARY SCHOOLS MEAN THAT THERE ARE ALWAYS WAYS IN WHICH THE CIA CAN EXPAND OR REVISE ITS BRIEFING SUPPORT. I ALSO BELIEVE THE CIA COULD TAKE BETTER ADVANTAGE OF THE EXPERTISE AVAILABLE AT THE SENIOR MILITARY SCHOOLS. WHENEVER WE HAVE ASKED FACULTY AT THE SENIOR MILITARY SCHOOLS TO REVIEW CIA PRODUCTS, WE HAVE RECEIVED ENTHUSIASTIC, KNOWLEDGEABLE SUPPORT.

WE ALSO CAN BENEFIT MORE FULLY FROM THE RESEARCH BEING CONDUCTED AT THE SENIOR SCHOOLS -- AREAS OF RESEARCH THAT WOULD COMPLEMENT THE WORK OF OUR ANALYSTS AND EXPAND OUR COLLECTIVE BASE OF KNOWLEDGE. THE NATIONAL WAR COLLEGE SOLICITS RESEARCH TOPICS FROM THE INTELLIGENCE COMMUNITY, AND WE WELCOME THE CHANCE TO PROVIDE SUGGESTIONS AND INTELLIGENCE SUPPORT.

AS YOU MEET OVER THE NEXT COUPLE OF DAYS, I HOPE YOU WILL ADDRESS OTHER ISSUES OF IMPORTANCE:

- HOW CAN WE IMPROVE THE ROLE WE ARE PLAYING IN PROFESSIONAL MILITARY EDUCATION?
- ARE WE USING THE RELATIONSHIP WITH THE SERVICES AND THE PME SCHOOLS FULLY?

- ARE THERE OTHER AREAS OF MUTUAL BENEFIT TO BE EXAMINED?
- HOW DOES THE CONCEPT OF JOINTNESS IMPACT ON OUR SUPPORT?
- CAN WE DEVELOP A JOINT UNIFORM APPROACH AND AT THE SAME TIME PRESERVE THE INTEGRITY OF OUR SERVICE'S SPECIFIC SUPPORT?

YOU ARE HERE TO WRESTLE WITH THESE AND OTHER QUESTIONS, TO EVALUATE WHAT WE ARE DOING NOW AND WHAT WE SHOULD BE DOING IN THE FUTURE.

BEFORE I CLOSE, I WOULD LIKE TO JUST SAY A WORD ABOUT THE RELATIONSHIP BETWEEN CIA AND THE SERVICES. FOR TWO CULTURES AND PROFESSIONS THAT GENERALLY SHARE A DARKER, OR SHOULD I SAY REALISTIC, VIEW OF THE WORLD AND A PRAGMATIC UNDERSTANDING OF THE LIMITS OF POWER, ESPECIALLY WHEN CONSTRAINED BY POLITICAL FORCES, THE RELATIONSHIP BETWEEN THE MILITARY AND CIA HAS BEEN A BUMPY ONE. IRONICALLY, THE APPOINTMENT OF SENIOR MILITARY OFFICERS AS DEPUTY DIRECTORS OF CENTRAL INTELLIGENCE AND CIA HAD LITTLE MITIGATING EFFECT AND INDEED IT MAY BE SAID THAT SOME OF THE WORST MOMENTS OF THE RELATIONSHIP CAME DURING A PERIOD WHEN A SENIOR MILITARY OFFICER WAS DCI.

AFTER 35 YEARS DOMINATED BY FRACTIOUSNESS AND RIVALRY, THE ARRIVAL IN 1981 OF BILL CASEY AND BOB INMAN AS DCI AND DDCI LED

TO A FUNDAMENTAL CHANGE IN THE RELATIONSHIP BETWEEN CIA AND THE MILITARY. WITH INMAN'S ADVICE AND WELL-INFORMED ASSISTANCE, CASEY PUT A PREMIUM ON HEARING OUT MILITARY VIEWS, RESPECTING THOSE VIEWS, ENSURING THAT THEY WERE REFLECTED IN NATIONAL ESTIMATES, IN MAKING DECISIONS THAT FACILITATED DAY TO DAY SUPPORT FROM THE SERVICE INTELLIGENCE ORGANIZATIONS TO THE COMMANDS, AND IMPROVING CIA'S OWN SUPPORT TO THE MILITARY. CASEY'S APPROACH IS SHARED ENTIRELY BY HIS SUCCESSOR BILL WEBSTER -- WHO, AS I MENTIONED, IS EVEN NOW VISITING MILITARY FACILITIES IN GERMANY TO SEE HOW WE CAN FURTHER IMPROVE OUR SUPPORT.

MY VIEWS WERE VERY MUCH SHAPED BY MY EXPERIENCE IN THE AIR FORCE AND SUBSEQUENTLY BY MY YEARS OF SERVICE ON THE NSC STAFF. I LEARNED MANY THINGS AT THE NSC BUT THE MOST VALUABLE LESSON I CARRIED AWAY WAS THE DEGREE TO WHICH TURF FIGHTS AND PAROCHIALISM IN THE BUREAUCRACY DAMAGE THE ABILITY OF THE UNITED STATES AND ITS PRESIDENT TO CARRY OUT POLICIES EFFECTIVELY. THERE ARE TOO MANY INTERESTS THAT INTELLIGENCE AND THE MILITARY HAVE IN COMMON FOR THEM TO QUARREL OVER BUREAUCRATIC NONSENSE OR FAIL TO COOPERATE IN EVERY POSSIBLE WAY. ONE THING WE HAVE IN COMMON IS MANY CRITICS. IT WAS OUR TURN TO BE IN THE BARREL LAST YEAR; IT LOOKS LIKE YOUR TURN THIS YEAR. (I ALWAYS LIKED BRENDAN BEHAN'S OBSERVATION THAT CRITICS ARE LIKE EUNUCHS IN A HAREM; THEY KNOW HOW IT'S DONE, THEY'VE SEEN IT DONE EVERY DAY, BUT THEY'RE UNABLE TO DO IT

THEMSELVES. I CAN ASSURE YOU THAT THIS NEED FOR CLOSE COOPERATION, EVEN SYNERGY, BETWEEN INTELLIGENCE AND THE MILITARY DOMINATES BILL WEBSTER'S AND MY APPROACH TO DECISIONMAKING IN THE NATIONAL FOREIGN INTELLIGENCE PROGRAM AND IN OUR SUPPORT TO THE PRESIDENT AND THE NATIONAL SECURITY COUNCIL.

IN SHORT, OVER THE PAST SIX OR SEVEN YEARS THERE HAS BEEN A REMARKABLE CHANGE IN THE NATURE OF THE RELATIONSHIP BETWEEN CIA AND THE MILITARY. WHILE CIA'S PARTICIPATION IN THE PROFESSIONAL MILITARY EDUCATION PROGRAM IS NOW 20 YEARS OLD, AND HAS CONTRIBUTED TO SMOOTHING SOME OF THE ROUGH SPOTS AND HELPING US TO UNDERSTAND ONE ANOTHER, WE ARE NOW IN A POSITION, I THINK, TO MOVE AHEAD, CONSIDER MORE AMBITIOUS WAYS IN WHICH WE CAN COOPERATE IN THE SERVICE SCHOOLS, IN EXERCISES AND IN ONE ANOTHER'S EDUCATIONAL PROGRAMS. WE ARE GOING TO BE ASKED TO DO A GREAT DEAL MORE IN THE COMING YEARS -- YOU AND WE -- WITH ESSENTIALLY THE SAME RESOURCES. BUT, ALSO AS WALTER LIPPMAN SAID, "WE MUST PLANT TREES WE MAY NEVER GET TO SIT UNDER" -- WE MUST PLAN FOR THE FUTURE. WE HAVE NO CHOICE BUT TO COOPERATE, COLLABORATE AND FURTHER DEVELOP A SENSIBLE DIVISION OF LABOR. THE PLACE TO START, BY EXAMINING FUTURE POSSIBILITIES FROM A CONCEPTUAL STANDPOINT FLAVORED WITH PRACTICAL EXPERIENCE, IS IN THE PROFESSIONAL MILITARY EDUCATIONAL PROGRAM AND AN ACTIVE CIA ROLE IN IT.

I LOOK FORWARD TO SEEING THE RESULTS OF YOUR WORK, AND IN PARTICULAR TO READING THE CONFERENCE REPORT.